2014-2017

Business Plan

PROVINCIAL ADVISORY COUNCIL ON THE STATUS OF WOMEN NEWFOUNDLAND & LABRADOR

Provincial Advisory Council
on the Status of Women

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Message from the President/CEO

April 1, 2014

On behalf of the members of the Provincial Advisory Council on the Status of Women, I am pleased to present our Business Plan for 2014-2017.

The Business Plan was prepared by the Provincial Advisory Council in accordance with the *Transparency and Accountability Act* provisions for a Category 2 Government entity. As such, the Advisory Council is not only accountable for the preparation of this plan but also for the processes necessary to advance the equality of women in Newfoundland and Labrador. It reflects the development of PACSW's three-year plan commencing 2014.

The progress and achievements of this plan will be provided in each Annual Report, including an explanation of any variances which might occur during the year.

In preparing this plan, careful consideration was given to the strategic directions of Government as communicated by the Minister Responsible for the Status of Women in **Appendix A**.

As President/CEO, my signature indicates that this plan was developed by the members of the Advisory Council and that we are accountable for achieving the identified goals and objectives.

Linda Ross

Linda Ross, President/CEO

Provincial Advisory Council on the Status of Women
Newfoundland and Labrador

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1.0 Organizational Overview

The Provincial Advisory Council on the Status of Women was established in 1980 by the Provincial Government of the day and received legislative standing with the introduction of the *Status of Women Advisory Council Act*. It was created to advise the Government of Newfoundland and Labrador on issues affecting the status of women as well as to raise awareness of women's issues within the general public.

The eleven-member, all female Advisory Council (see **Appendix B)** is appointed for three year terms by the Lieutenant-Governor in Council. Appointments reflect the regional representation of women with diverse backgrounds and experience. The members are eligible for re-appointment. The Advisory Council is an arms-length legislated body which reports to the Minister Responsible for the Status of Women.

The President/CEO position is salaried and filled through an open competition and subsequent appointment. Council members other than the President/CEO are selected and appointed through an open nomination process. Selection criteria include representation from diverse women's population and sectors, demonstrated leadership in working to advance the status of women and the ability to work on women's equality issues from a community, regional or provincial perspective.

The all female Advisory Council staff work closely with the Women's Policy Office, a branch of Executive Council. The Advisory Council also works with women, women's groups, community and other equality-seeking organizations which share an agenda to advance women's equality.

1.1 Mandate

The mandate of the Provincial Advisory Council on the Status of Women is derived from Section 3 of the *Status of Women Advisory Council Act*, which states that the Advisory Council shall:

a) *Advise the minister on those matters relating to the status of women that the minister refers to the advisory council for consideration;*
b) *Advise the minister on those matters relating to the status of women that the advisory council feels appropriate;*
c) *Bring before the Provincial Government and the public matters of interest and concern to women; and*
d) *Establish the general policies that will government the organization, administration and operation of the advisory council.*

1.2 Vision

The vision of the Provincial Advisory Council on the Status of Women is equality, equity and inclusion for women in Newfoundland and Labrador.

1.3 Mission Statement 2017

The mission statement identifies the priority focus of the Advisory Council for 2011-2017. It contains the measures and indicators that will assist both the Council and the public in monitoring and evaluating progress during the 2014-2017 planning cycle.

The mission statement also represents the Advisory Council's work to move forward on the strategic directions of Government as communicated by the Minister Responsible for the Status of Women and complements the work of its internal government counterpart, the Women's Policy Office.

Mission: By March 31, 2017, the Provincial Advisory Council on the Status of Women will have enhanced its outreach and advisory services in priority areas related to advancing the status of women.

Measure: Enhanced outreach and advisory services in priority areas relating to advancing the status of women.

Indicators:

- Enhanced collection of information regarding economic, social, and cultural issues/barriers for women in communities throughout the province.
- Provided advice to the Provincial Government on advancing the economic status of women.
- Provided advice to the Provincial Government on reducing barriers for young women.
- Collected information and provided advice to the Provincial Government on ways to mitigate the anticipated social impacts of economic advancement.
- Provided advice to the Provincial Government on other priority policy areas.

1.4 Physical Location

The leased, accessible office space is located at 15 Hallett Crescent, Suite 103, St. John's, NL.

2.0 Lines of Business

Lines of business are defined as those discrete and coherent sets of services that represent what the Advisory Council provides to its external clients.

In keeping with the Advisory Council's legislated mandate, the following lines of business have been identified: (1) advising government on issues affecting the status of women (2) public awareness and engagement; and (3) administration and operation of the Advisory Council.

In achieving its legislative mandate, the Advisory Council aims to consider and incorporate the perspectives of diverse populations of women, including but not limited to, Aboriginal women, women with disabilities and visible minorities.

2.1 Advising Government on Issues Affecting the Status of Women

The Advisory Council provides advice as requested by the Minister and other government departments and agencies. On an ongoing basis, the Advisory Council is asked for recommendations on changes to, or the creation of, legislation, policies and practices affecting the status of women in Newfoundland and Labrador.

Through a gender lens and feminist based analysis, the work of the Advisory Council is centred on improving Government policies, programs, practices, services, legislation and budget allocations as a means of advancing the equality of women in Newfoundland and Labrador. The Advisory Council also brings emerging issues and concerns to the Provincial Government. It works with individual women, women's groups, community organizations and the Women's Policy Office to identify the issues and develop an analysis of problems and solutions.

The Advisory Council provides advice to the Government of Newfoundland and Labrador and advocates for systemic changes. Advice is generally provided through position papers, briefs, written recommendations and meeting with Government officials and departmental representatives. The Advisory Council also engages in issue analysis, research and consultation. In addition, it participates in a variety of committees and working groups related to advancing the status of women.

2.2 Public Awareness and Engagement

The Advisory Council provides public awareness and engagement (otherwise identified as 'outreach') on issues related to women's social, economic, cultural and legal equality and inclusion. Through a variety of mediums, the Advisory Council provides public awareness and engages with government and community at large. These mediums include but are not limited to, media, presentations, face-to-face discussions, print and promotional material, social media and events.

When working on specific issues, the Advisory Council collaborates with and seeks information from stakeholders. It actively engages in networking and consultation with stakeholders throughout the province, as well as undertakes research on specific issues.

2.3 Administration and Operation of the Advisory Council

The Advisory Council's third line of business is focused on the administration and operation of the Provincial Advisory Council on the Status of Women. This entails managing the day-to-day operations of the organization which includes administration, finance and human resources.

In addition, this line of business includes the provision of ongoing support to the Advisory Council and the quarterly meetings of Council members.

3.0 Values

The values expressed in this plan are intended to reflect the standards of the Advisory Council and its staff.

CORE VALUES	ACTION STATEMENT
Commitment	Each individual applies feminist principles when asserting equality and challenging inequality, thereby affecting social and economic change.
Dynamic	Each individual contributes to meeting the needs of diverse women's community in response to the changing social and economic climate.
Inclusiveness	Each individual works to ensure that all opinions and knowledge are considered so that the strength that exists in the collective voice of women is sustained and enriched by the diversity of women's perspectives.
Evolving	Each individual continues to educate herself about women's inequality as a means of fulfilling her responsibility as a feminist leader in an ever changing environment.
Respectful	Each individual contributes to the creation of a respectful

	environment that ensures women have a safe place to speak openly about inequalities.
Celebration	Each individual acknowledges both the challenges and the joys of working with and for women and celebrates our collective achievements.

4.0 Primary Clients and Related Expectations

For the purpose of this plan, primary clients are defined as any person, group or organization served by or utilizing the services arising from the Lines of Business of the Advisory Council.

Within this context, the primary clients of the Advisory Council include: the Minister Responsible for the Status of Women, Women's Policy Office, other Provincial Government departments and agencies, equality-seeking women's and community organizations, women in the process of developing an understanding of feminism and equality, and individuals within the general public seeking information or advocacy on issues relating to the advancement of women.

The mandate and goals of the Advisory Council are achieved by working in partnership with the identified primary clients.

5.0 Strategic Issues

5.1 Issue One: Economic Security

Thoughtful consideration was given to the strategic directions of Government as communicated by the Minister responsible for the Status of Women and the public issues affecting the status of women. As a result, the Advisory Council has identified economic security as a strategic issue. Poverty and economic instability are systemic barriers for many women throughout our province and efforts to address these issues are key components in advancing the status of women.

The Advisory Council recognizes the increasing number of opportunities for women entering the skilled trades and technologies, but also acknowledges that

women continue to be under-represented in many types of employment within the emerging resource sector. In partnership with the Provincial Government, industry and community organizations, the Advisory Council supports the implementation of policies and strategies to encourage women to get training, and to secure and retain employment in the skilled-trades, technologies and other traditionally male-dominated sectors.

Natural resource development projects, such as the Lower Churchill Development and Hebron, provide not only employment, but also business opportunities for women of the province. Through participation in a round table of Government officials and stakeholder representatives, the Advisory Council seeks to promote supplier-diversity, and support the participation of and understand opportunities for women-owned businesses in the various projects.

Advancing women in leadership is another key component in addressing women's economic security. Women continue to be under-represented in senior leadership and decision making positions within governments and corporations, and represent the minority on agencies, boards and commissions. The Advisory Council continues to provide advice to the Government of Newfoundland and Labrador that will contribute to participation in leadership roles.

Goal 1:	**By March 31, 2017, the Advisory Council will have publicly highlighted issues related to the economic security of women and provided to the Government of Newfoundland and Labrador on advancing the economic security of women.**
Measure:	Publicly highlighted issues related to the economic security of women and provided advice to the Provincial Government on issues impacting the economic security of women.
Indicators:	• Provided advice to the Provincial Government regarding impacts on women; • Participated in and engaged with organizations regarding policies, programs and initiatives on issues impacting the economic security of women; • Developed and delivered public awareness initiatives on issues impacting the economic security of women.
Objective 1:	By March 31, 2015, the Advisory Council will have engaged with individuals and

	organizations on advancing the economic security of women.
Measure:	Engagement with individuals and organizations.
Indicator:	• Discussed with individuals and organizations issues impacting women's participation and employment in the emerging resource sector. • Shared information and research with respect to supports and barriers to women's economic advancement within the skilled trades, business and leadership. • Developed and delivered public awareness initiatives related to issues impacting the economic security of women.
Objective 2:	By March 31, 2016, the Advisory Council will have supported the advancement of the economic security of women.
Objective 3:	By March 31, 2017, the Advisory Council will have untaken initiatives to advance the economic security of women.

5.2 Issue Two: Social Security

Additionally, working with the strategic directions of Government as communicated by the Minister responsible for the Status of Women, the Advisory Council has identified the strategic issue of social security for women as a priority in the province of Newfoundland and Labrador. Violence continues to be a systemic barrier to women's equality. Justice services, housing, safety, leadership at all levels from community to political participation, family, healthy relationships, youth development, social media, healthcare, cultural and environmental sustainability are all critical social security elements that help reduce violence and contribute to women's equality. Social security is the cornerstone to living in positive and safe communities.

The Advisory Council will continue to work in tandem with a host of community groups and government departments to bring forward social issues for women in the province. Throughout this three-year cycle, the Advisory Council will develop advice based on the analysis of women's diverse needs in the province. Advice will address the social security needs of women that contribute to ending violence and advancing equality.

Goal 1:	**By March 31, 2017, the Advisory Council will have publicly highlighted issues related to the social security of women and advice to the Government of Newfoundland and Labrador on advancing the social security of women.**
Measure:	Provided public awareness and advice to the Provincial Government on issues impacting the social security of women.
Indicators:	• Provided advice to the Provincial Government regarding impacts on women; • Participated in and engaged with organizations regarding policies, programs and initiatives on issues impacting the social security of women; • Developed and delivered public awareness initiatives on issues impacting the social security of women.
Objective 1:	By March 31, 2015, the Advisory Council will have engaged with individuals and organizations on advancing the social well-being of women and girls.
Measure:	Engagement of individuals and organizations.
Indicator:	• Discussed with individuals and organizations issues impacting the social well-being of women and girls. • Shared information and research on issues impacting the social well-being of women and girls. • Developed and delivered awareness initiatives related to issues impacting the social well-being of women and girls.
Objective 2:	By March 31, 2016, the Advisory Council will have supported the advancement of the social well-being of women and girls.
Objective 3:	By March 31, 2017, the Advisory Council will have untaken initiatives to advance the social well-being of women and girls.

Appendix A:

Strategic Direction 2014-2017

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by the Provincial Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies such as the Provincial Advisory Council on the Status of Women, to take into account these strategic directions in the preparation of their performance-based plans. This will facilitate the integration of planning practices across Provincial Government departments and will ensure that all entities are moving forward on key commitments.

The directions related to advancing the Status of Women are provided below. Each strategic direction is comprised of a number of components, or focus areas. It is anticipated the Advisory Council will address the components of the following broad Government strategic directions through the day-to-day work and planning processes in 2014-2017.

Title: Systemic Barriers

Strategic Direction: Improved opportunities for women through the removal of systemic barriers.

Strategic Direction Components	Activity Plan
• Support the advancement of gender equality through the application of gender-based analysis to policies and programs.	X
• Grow our industries and diversify our regional economies by advancing women's employment.	X
• Ensure equitable access for women to programs and policies that benefit them socially and economically.	X

Appendix B:

Advisory Council Biographies

Linda Ross has held the position of President/CEO of the Provincial Advisory Council on the Status of Women, Newfoundland and Labrador since May 2009. She has over 30 years of experience in policy development and program planning and delivery in the field of community development, women's economic and social equality, HIV/AIDS and public health, both in Canada and internationally. Previous to joining the Provincial Advisory Council, Ms. Ross spent 24 years in various positions working with Oxfam Canada. Ms. Ross has served on a number of Boards of Directors. She has been a member of the Board of Directors of the Women in Resource Development Corporation since 2009 and held the position of chair for 1.5 years. She is presently the Chair of the Coalition of Provincial and Territorial Advisory Councils on the Status of Women and sits on the Board of Directors for the College of Family Physicians of Canada. Ms. Ross holds an Honours Baccalureate in Science from the University of Waterloo. Ms. Ross holds certificates in Change Management and Performance Development from the Professional Development Institute and Management for National Voluntary Sector Leaders from the Faculty of Management at McGill University.

Mary Pia Benuen was born and raised in Sheshatshiu, Labrador. Through hard work and many sacrifices, Mary Pia was the first Innu woman to become a nurse. Since 2010 she has been the Director for Primary Health Services for Sheshatshiu. She is a true community leader, involved in health promotion, facilitating workshops, and community research. She sits on a number of community advisory groups. Mary Pia volunteers with the Family Resource Centre and is always willing to go that "extra mile" with families who are experiencing hardships, including providing emotional support when suicide or death occur. Mary Pia and her beautiful daughter live in Sheshatshiu. Mary Pia has been a member of the Advisory Council since 2006.

Yamuna Kutty is the Vice-President of the Multicultural Women's Organization of Newfoundland and Labrador. She has also served on the St. John's Status of Women Council, the National Action Committee on the Status of Women, and the National Organization of Immigrant and Visible Minority Women of Canada. Yamuna is involved with numerous projects and initiatives. She brings critical

perspectives about the lives of immigrant and refugee women, along with a warm and caring heart. She has an extremely busy volunteer schedule. Yamuna lives in St. John's and has been a member of the Advisory Council since 2006.

Carolyn Lavers is Vice-President of the Advisory Council and an Economic Development Officer with the provincial Department of Innovation, Business and Rural Development in Port au Choix where she resides. She is a small business entrepreneur and worked with the former Women's Enterprise Bureau. Carolyn has served on several local business development boards and other community agencies. She is currently the mayor of Port au Choix. She is also deeply concerned about issues related to violence, rural child care solutions, women's employment and women in leadership. She brings great dedication and insight. Carolyn has been a member of the Advisory Council since 2006.

Michelle Murdoch is a determined feminist with a disability. Michelle earned her Master's in Women's Studies from Memorial University. As part of her program, she completed a participatory action research project about women with disabilities and employment. Her interests extend across a broad range of social justice issues but her major stress relief comes from rug hooking! She is keenly analytical and always ready to ask the important questions. Michelle and her family live in St. John's. Michelle has been a member of the Advisory Council since 2006.

Stephanie Flowers is an Aboriginal woman originally from the community of Rigolet, on the north coast of Labrador. She obtained her bachelor's degree in Psychology from Saint Mary's University in 2005 and has been active in her community working with women, as well as volunteering with local organizations. She is deeply passionate about learning about women's health and nutrition, and would like to expand her education and advocacy. She currently resides with her family in Happy Valley. Stephanie has been a member of the Advisory Council since 2009.

Kelly Power is currently the Director of the Carpenter Millwrights College in Paradise. She has actively promoted skilled trades to women and encouraged

partnerships with organizations to attract women to the construction industry. Kelly is very passionate about ensuring the success of female apprentices and works closely with them to help mediate barriers in training and employment. Kelly also serves on various committees including the Advisory Panel for the Office to Advance Women Apprentices; Chair of the National Training and Advisory Committee for the Carpenters Union; and Staff Liaison for the Women's Committee of the UBC Local 579 & 1009. Kelly is originally from Hermitage and currently lives with her family in Paradise. Kelly joined the Advisory Council as a member in 2009.

Hilda Whelan is the mayor of Whitbourne. She was involved in fighting for women's rights in a case involving surviving spouses and the Workplace Health, Safety & Compensation Commission. Hilda solely represented and fought for all widows involved in the case for fifteen years, winning an important victory for women's equality. She is a strong advocate, concerned about a wide variety of issues affecting women including violence and access to child care. Hilda brings the realities of rural women to the work of the Advisory Council. She is determined to continue to make a difference. Hilda and her family live in Whitbourne. Hilda has been a member of the Advisory Council since 2006.

Melita Collier is a Career Development Specialist with the Department of Advanced Education and Skills. She has been committed to women's issues and advancements for many years and in numerous ways. Her involvement in the Coast of Bays International Women's Day Committee is one of the ways she expresses her passion for ensuring healthy, safe and supportive workplace practices for which diversity and inclusiveness is valued. Melita works with some marginalized and under-represented groups, and highly recommends non-traditional career options and the skilled trades as a viable career choice for females. She obtained a Bachelor of Administrative Studies in 1997 from York University in Toronto and returned to Newfoundland and Labrador in 2003. She visits Toronto, where her daughter lives, regularly. Melita currently resides in St. Alban's. Melita joined the Advisory Council in 2011.

Cynthia Benoit was born and raised in St. Alban's. In 1999, Cynthia graduated from St. Thomas University in New Brunswick with a Bachelor of Arts and a Human Services Counselling Diploma. Most recently, Cynthia went back to school and enrolled in a Distance Bachelor of Social Work program at the University of Manitoba. She graduated with her BSW in the Spring of 2013. Over the course of Cynthia's career she has worked and volunteered in the social services sector. Through Cynthia's work and volunteer activities she has had the opportunity to work with various populations directly dealing with social policies and issues. It is through these experiences that Cynthia has developed compassion and empathy specifically for those that are vulnerable in our communities. Currently, Cynthia is employed with Conne River Health and Social Services as a Case Management Social Worker where she works with people facing complex and multiple barriers. Cynthia lives in the community of Conne River with her husband and two children Will and Kailee. Cynthia joined the Advisory Council in 2011.

Lorraine Hearn's professional background is in the fields of Nursing and Addiction Studies and Intervention. In 1998, she graduated from McMaster University in Ontario with two Diplomas; one in Addictions Studies and the other in Addictions Care Worker. In 1998-1999, she earned, Associate Counselor Status in Addictions through the Canadian Certification Board for Alcohol and Drug Counselors. She began volunteering with the Committee Against Violence in 1992 and over the years, held various executive positions. Lorraine presently holds the position of Executive Director with Violence Prevention South & Central Inc. working under the Violence Prevention Initiative. She is responsible for the central west region of the province. This committee is one of ten working throughout the province under the Provincial Government's Violence Prevention Initiative. Lorraine's role is to provide leadership in violence prevention initiatives as well as provide education, awareness and training on violence issues. She has extensive background in delivering community presentations, workshops and training in all areas of violence as well as advocating for women and victims of violence. Lorraine joined the Advisory Council in 2011.